

Impressions. A Journal of Business Making Ideas

Here you may profit by the experience of others.

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A GREAT deal has been written and said in regard to the follow-up system in advertising, so much so, that perhaps a great many persons have formed the conclusion that that is the only thing that is necessary in carrying out an advertising campaign. This part of a campaign applies to mail order advertising principally and the benefits to be derived from a carefully prepared follow-up system of at least three good, strong, interesting letters which should be made of a personal nature, as much so as the subject under consideration will allow, can hardly be overestimated. The advertiser should regard a follow-up system as a part of his advertising machine and should see to it that this part is kept up to the standard and in good working order and should be considered from the standpoint of merit and usefulness. A great deal of expense may be attached to the organization and carrying out of a system of follow-ups. Therefore, it is very necessary that this part of the business should be given very careful attention. It would not be advisable by any means to leave this part of your advertising to a novice in the art of preparing advertising matter. There are specialists in the art of writing follow-up letters and it would undoubtedly be a

Follow-Up
System.

*R. D. Miner
in Advertising
World.*

good idea to have this part of the work done by a man, or woman, who knows his or her business. There are a great many persons who can write good advertising of the ordinary kind, but are utterly unable to write strong follow-up letters.

The number of letters that should be used depends somewhat upon the article exploited. As a general rule three letters are sufficient and, in fact, a large number of extensive mail order advertisers cling to the idea that a system of three letters should be sufficient under any and all circumstances. While we do not concur in this belief, and while the same idea is held by another large class of advertisers some of whom use an almost unlimited number of letters in following up any inquiries, as a general proposition three letters should be able to accomplish the object desired, or secure an order if the letter is along the line of commercial transactions. I have been informed that a leading piano manufacturer who sells direct to the consumer by mail, has a follow-up system of four hundred letters. It would seem that this firm's idea is to use the amount that is allowed the jobber and retail dealer by other manufacturers in endeavoring to secure the order direct by mail through such an extensive system of follow-up letters. No doubt from the standpoint of the profit made on each sale that the firm would be justified in being so persistent in attempting to land an order.

In organizing a follow-up system, it would be necessary to keep in mind the kind and nature of the goods you are offering, the price at which it is to be sold and the amount of profit that will be realized in case a sale is made. The larger the amount of the transaction and the larger the per cent of profit in the transaction, the more the need and advantage of a more extended follow-up system. But on the average proposition, if you

cannot interest your prospective customer sufficiently by means of about three letters of the right kind sent at intervals of ten days to two weeks, it is a pretty good rule to give it up for a bad job.

The principal thing in a good follow-up system is to have the letters appeal to the prospective customer in a personal way. They must be interesting and, above all, they must use an argument that will convince the reader that your price is absolutely the lowest, quality considered. That a follow-up system is an indispensable adjunct to all well-regulated mail order businesses has been proven by everyone who has given it a thorough trial, provided, of course, that the system itself was the right kind.

* * *

GENERAL advertisers are spending money liberally in St. Louis, but it all goes into the medium of outdoor publicity. The long streets leading from the fair to the city are lined throughout their whole length with billboards and painted bulletins, and space seems to be at a premium. A list of the advertisers represented would include all the large firms in the country that buy general publicity on a national scale, while the shows on the Pike, the St. Louis theatres and such local firms as have anything to offer visitors depend on this medium to tell their story. The Gunning System, Chicago, controls most of these boards. Realizing the possibilities of the situation, the Gunning folks have acquired fully eight-tenths of all the available locations along car and railroad lines. The rest is controlled by St. Louis firms. The St. Louis Posting Service has the next best showing, chiefly in billboards, while painted bulletins are controlled by the Empire Advertising Co., Stout-Williamson Co., and G. C. Kirn Advertising Co., all of St. Louis.

A LARGE new soda fountain was recently opened on one of the main downtown streets of Chicago. Newspaper publicity might have been effective, but the cost of a lengthy campaign was prohibitive in this case. The store was somewhat removed from the shopping district, and it was decided to seek trade of two classes. First, that of well-to-do women who would come after matinees or trips to modistes in the afternoon, and after the theatre at night. Second, from the score of large office buildings within a half dozen blocks on three sides of the store. The first class was reached with printed announcements, mailed to lists provided by a mailing agency, under one cent postage. Argument was employed very sparingly, the whole story being told in a list of beverages with prices. The theatre-going public was reached in certain theatre programmes. These produced a profitable class of business, as the store in question is on the route to suburban trains. By special arrangement other announcements were distributed in the reception rooms of milliners and dressmakers. The office-building clientele offered greater difficulties. It is the rule in most business buildings in Chicago and other cities that circulars shall not be distributed to tenants. Distributors of advertising literature are regarded in the same light as peddlers. Few managers of office buildings object to the distribution of something that will be appreciated and used by tenants, however, so blotters were sent out by small boys. These were not included in the ban, and proved effective advertisements. A list of beverages, with prices, formed the whole argument, prefaced with a few words as to the cleanliness of the store and fountain. Results showed that the blotters reached nearly everybody in the building, for a plentiful supply was left at each office and they were passed around. The blotter is a humble ad. Its effect

probably ceases after it has been put into use. But it is a democratic medium, appealing to everybody, and it never grows effete.

The advertising problem of the retailer situated like this Chicago soda fountain, in a downtown district, is as difficult as that of the outlying neighborhood store. His windows have a larger "circulation," but they are in competition with the most attractive windows in the city, and in a district where passers-by are more hurried. The advertising problem of a retailer on a side street in the business district is most difficult of all. Nevertheless, such retailers manage to get very good publicity at small expense, even in cities as large as Chicago and New York. In *Printers' Ink* of June 29, 1904, on page 41, was printed an account of the advertising of a haberdasher in Nassau Street, New York, who attracted attention to his shop by means of novel folders and circulars distributed through office buildings where no restrictions exist on printed matter. He made a point of aiming each circular at a definite class, such as insurance men, doctors, brokers, women in business, etc., and his literature was directed at clerks rather than employers, on the principle that employes in offices receive little advertising matter.

One of the large uptown restaurants in New York city makes a practice of distributing a daily menu, with prices, every morning, slipping a copy through the letter box of each office in the great buildings within five blocks. The problem of the haberdasher, cafe, druggist, stationer, tobacconist, printer, clothier, etc., in a crowded business centre is simply to know what kind of people inhabit the surrounding offices during the day, and reach them with advertising matter that has a personal tone.

IN criticising any method of advertising, or any copy, it must, of course, be remembered that certain advertising may be beautiful and yet not be profitable. The elegant eye-effect of an advertisement does not always make it a selling proposition. We may admire a picture and yet not be influenced to do as the accompanying copy bids.

We may admire the half-tone for its art alone. We may be pleased with the beauty of the picture. And such pleasure may in time come to be associated with the idea of the product. It is good advertising, but not good enough, not convincing, not profitable. It is unwise in so far as the good is the enemy of the best.

This is not an argument against art in advertising. It is a plea for a better use of the artistic. More careful selection, more practical adaptation are too often needed in the use of art in advertising.

The half-tone of a charming maiden in spotless white attire might illustrate the use of a certain brand of soap to good advantage, but it would be totally irrelevant if placed in copy that was telling of the strength and durability to be found in a particular make of horseshoes. Even should the horseshoe advertisement begin as, "Let us introduce to you," and the picture be used to illustrate the phrase, it would be so totally foreign to the argument which followed that it would act as a "Derail" instead of an introductory suggestion.

We are speaking here more particularly concerning the purely artistic. The mere descriptive illustrations, the humorous kind, the introductory, each has its distinctive use in which it is decidedly of importance, but outside of its place it loses the value of service. When these different kinds of illustrating are confused and used without regard to their fitness, there should be no judgment passed against the illustration, but rather the

criticism should be directed against the misdirected use. The value of the illustration as an advertising force has not been lessened; it has only been misunderstood.



THE following item of interest has been handed us by Mr. Wm. T. Blaine, Foreign Advertising Manager of the St. Louis Star:

Mr. George H. Clements, General Manager of the St. Louis Star, offered the International Advertising Association a handsome suite of rooms in the elegant new Star Building in St. Louis for use as downtown headquarters during their convention that is to be held in St. Louis during the fourth, fifth and sixth of October.

The Star's offer of these splendid accommodations was unanimously accepted by the Executive Committee of the International Advertising Association.

These rooms will be nicely furnished, equipped with a post-office, bureau of information for securing rooms and hotel accommodations to meet the requirements of various members and attendants, etc. Regular attendants will be in charge of the rooms. All parties interested in advertising in any way, as well as the members of the International Advertising Association, are invited by the Association to make use of these headquarters. Arrangements for meeting appointments between members and attendants at these headquarters can be made by mail; packages, correspondence and telegrams can be addressed to the International Advertising Association, Star Building, St. Louis, Mo., where everything addressed will receive prompt and careful attention.

These headquarters will be opened in the Star Building at an early date, and will be kept open until after the convention.

A Generous
Offer
Accepted.

THE following report of a recent case before Judge Myers, of Winnipeg, in which the Manitoba Free Press Company was one of the principals, should be of interest to every newspaper in Canada printing "Lost and Found" advertisements.

Section 157 of the Criminal Code of Canada reads as follows:

Every one is liable to a penalty of two hundred and fifty dollars for each offence, recoverable with costs by any person who sues for the same in any court of competent jurisdiction, who

(a) Publicly advertises a reward for the return of any property which has been stolen or lost, and in such advertisement uses any words purporting that no questions will be asked, or,

(b) Makes use of any words in any public advertisement purporting that a reward will be given or paid for any property which has been stolen or lost, without seizing or making any enquiry after the person producing such property, or

(d) Prints or publishes any such advertisement, R. S. C., c. 164, s. 90.

It is quite conceivable that an unscrupulous individual could, by the practice of a little ingenuity, trump up and establish a case under this act against a newspaper. We therefore feel that it is unnecessary to offer any apology for bringing the matter before readers of IMPRESSIONS;

Judge Myers gave judgment this morning in the case of McKay vs. the Free Press, dismissing the action with costs against the plaintiff.

In this case the plaintiff sought to recover \$250 from the Free Press, being the penalty imposed under section 157 of the Criminal Code of Canada upon a newspaper permitting the publication of an advertisement offering a reward for stolen property and announcing that no questions will be asked.

Such an advertisement having appeared inadvertently in the Free Press, the plaintiff took action to recover the amount. The case was argued before Judge Myers on Monday, Mr. G. S.

Potts appearing for the plaintiff, while Mr. T. G. Mathers represented the defendant company.

In giving judgment Judge Myers said :

"In my opinion the provisions of the section under which the plaintiff makes his claim should have the true meaning and construction placed thereon according to the spirit and object of legislation. The plaintiff here assumes the role of a public prosecutor or common informer and the onus is upon him to make it abundantly clear that he is likely to succeed.

"The object of this statutory provision is undoubtedly to punish any one who may be found guilty of conniving at theft or cloaking over or concealing theft, or compounding a theft or crime. Now, it is clear from the wording of the section as well as from the plain object and intention of the act, that the advertisement complained of must refer to property that has actually been stolen or lost.

"The onus is therefore upon the plaintiff in this case to prove that the defendant printed or published an advertisement publicly advertising a reward for the return of any property which has been stolen or lost, and in such advertisement uses any words purporting that no questions will be asked.

"In my opinion he has failed to fulfil this requirement, and, consequently, cannot succeed in this action.

"In this instance it may be that the property advertised for was neither stolen nor lost. It may be that the advertisement was inserted by or on behalf of this plaintiff with the design to found or institute this action.

"If such were true, would it be just to say that the statute had been violated? We think not. Such possibilities seem to make it imperative upon a plaintiff to prove that the property advertised for was actually stolen or lost. Sub-section (d) must be read together with and not separated from sub-section (a).

"There will be a non-suit, with costs to be paid by the plaintiff to the defendant, which I fix at \$25.00."

"Action for \$250 penalty under sub-section (d) of section 157 of the Criminal Code.

My findings of fact are as follows :

1. That the defendants printed and published the advertisement complained about in their newspaper issued on May 9, 1904.
2. That the word "Everyone" used in the Code is sufficiently comprehensive as to include an incorporated Company.
5. That the plaintiffs did not allege or attempt to prove that the property mentioned in the advertisement was or had been either stolen or lost.
4. That the action brought in the name of the plaintiff individually and not suing as well for His Majesty as for himself.

THE International Advertising Association have issued the following prospectus which should interest everyone connected with advertising in any way :

If anyone engaged in advertising in any form fails to receive a formal notice of organization from the Secretary of the Association, with a blank for membership, will they please address the Secretary, Mr. Barron G. Collier, International Advertising Association, 114 Fifth Avenue, New York City, and they will receive the blank of membership and the official reprint of this prospectus and by-laws.

In presenting to you this prospectus of the International Advertising Association, heretofore known as the International Federation of Advertising Interests, the Board of Directors of this Association does so with the full assurance that its object, as stated herewith, will commend itself to your most favorable consideration :

The object of the organization is to foster the advertiser's interests throughout the world; to reform abuses and prevent waste in advertising methods and in every legitimate manner to serve the interests of its membership through co-operation.

For the carrying out of this object, the following members of the Board of Directors of the Association were appointed as an Executive Committee :

Messrs. M. Lee Starke, chairman, Newspaper Representative; C. H. Brampton, American Cereal Company; James B. McMahon, N. K. Fairbank Company; Paul E. Derrick, Paul E. Derrick Agency; Barney Link, Pres. Bill-posting Assn.; Thomas Balmer, The Butterick Publishing Co.; Barron G. Collier, Secretary, Street Car Advertising.

A competent manager shall be employed to conduct the affairs of the Association.

The following means may be successfully carried into effect to promote the objects of the Association :

I.—To secure the assistance of the Department of Commerce in Washington by obtaining data both in the United States and through the Consular service abroad, in support of this important branch of commercial enterprise; a business that comprehends vast expenditures second only to that of railroads, in America, and touching every known department of commercial publicity. To secure, through the census department, information heretofore neglected which will be of inestimable benefit to advertisers in all branches of business.

II.—To select and prepare such information, already compiled by the United States Census Bureau, as can be utilized and adapted to an advertising statistical bureau; to systematically arrange such data for ready access and use of its members.

III.—To acquire data from a sufficient number of men and women in different stations of life, such as laboring men, skilled mechanics, clerks, salesmen in wholesale establishments, heads of departments, professional men, merchants, people of leisure, ascertaining what class of newspapers and magazines they read, also the extent to which they used advertised articles; in fact, all information that would have bearing on the subject in hand.

IV.—To secure correct statistics concerning all classes of publications, including volume of circulation, character of circulation, locality of circulation, and their relative influence in each community; to further include the relative value of morning and evening newspapers in various localities.

V.—To assist in eliminating all unreliable, objectionable, irresponsible, obscene and misleading advertising, which reduces the advertising value to legitimate enterprise by impairing the public's confidence in reliable advertising, without which, advertising is of slight value.

VI.—To collect and compile statistics and data relative to bill-posting in various localities; of street car advertising, and other outdoor forms of publicity, and to attempt to provide means of systematically and satisfactorily checking such forms of publicity.

VII.—To establish, as nearly as possible, uniform rules governing the acceptance and insertion of advertising.

VIII.—To elevate the typographical and mechanical standard of publications; the art in advertising as applied to all forms of publicity, including booklets, circulars, street car posters, etc.

IX.—To establish an equitable standard of credit between the buyer and seller of advertising.

X.—To give meritorious efforts for the betterment of any advertising conditions publicity through the Association's bulletins from time to time.

XI.—To compile data relating to the comparative cost of selling advertised and non-advertised goods.

XII.—To note the effect of trade combinations with particular reference to the increase or curtailment of advertising opportunities.

XIII.—To carefully watch the development of transportation facilities with reference to changing conditions and to the opening of new markets.

XIV.—To study the changing conditions of markets both in the United States and abroad with reference to the opportunities such markets afford members of the Association.

XV.—By ascertaining with the greatest possible accuracy the specific conditions, habits and requirements of the inhabitants in different sections of the world.

XVI.—To collect data for the benefit of producers and manufacturers that would enable them to take advantage of native products and resources, which, when properly advertised, would successfully compete with imported goods.

XVII.—To prepare a record that will include all general advertisers now in existence, and as new general advertisers come into the field, make a record of same, giving the general character of their advertising, space and mediums used, through what sources their business is placed, and all such other information of value to the Association as advertisers will furnish.

XVIII.—To investigate lines of business which have been advertised successfully in the past and which are being advertised at present to demonstrate that the lines of business thus advertised have reached a pre-eminence over other lines of business that have not and are not now being advertised.

XIX.—To investigate lines of business that have been advertised unsuccessfully, and to ascertain the reason for such failure for the benefit of members.

XX.—To investigate lines of business not now being advertised and to furnish data which would encourage such lines to advertise.

XXI.—To establish, through the Association, a Board of Arbitration to settle disputes between advertisers and proprietors of advertising mediums.

XXII.—To collect and codify all legal proceedings that affect advertising interests.

XXIII.—In fact, to collect data and information from every possible source and standpoint of value to advertisers and advertising interests. Information thus compiled by the Association to be for the exclusive use and benefit of the members, the Association to issue Bulletins from time to time for the information of members, and to supply members with important information as emergency may demand. Members are privileged to make any inquiry of the Association and have access at all times to information that may be of value to them.

We believe you will readily recognize that the collection, compilation and classification of such data, so as to make it readily accessible to the members of the Association, will confer upon the advertising world a service and benefit that few advertisers at their own cost could afford to secure.

Means will be taken to ascertain from members what information and data specified in this prospectus are most necessary, and the first work of the Secretary will be to secure that information; other information essential to its members will be secured as rapidly as possible. The office of the Association will be open at all times to members to consult and advise and suggest the means for the most complete fulfilment of the objects of the Association.

We hope to aid in the reform of abuses by co-ordinating all complaints, ascertaining their extent and importance, and presenting a united front in opposition to all who stand in the way of abolishing them. To prevent waste, the Association will secure data that will serve to prevent useless or wasteful methods in advertising, extravagance and overcharges in the handling, and establish as nearly as possible a standard of service; a standard of cost for service; a standard of result for any given investment for which definite experience in the past can be availed of; to create, if possible, a coroner with a coroner's jury to ascertain the causes and fix the responsibility for the death of advertisers—in other words, to benefit through this Association in every legitimate manner the interests of the advertiser through the co-operation of its membership.

We ask you to give us your name as a member and \$50.00 as your membership fee for signing the enclosed application blank and forwarding it to the Secretary.

A membership will entitle you to a seat in the Convention to be held at St. Louis, October fourth, fifth and sixth, and to take part in the proceedings, including the election of Directors for the ensuing year. The seating capacity of the Convention Hall in excess of the members who will be present will be filled by complimentary invitations to be distributed equally through the members only. Your subscription will constitute you a paid-up member to the first of October, Nineteen Hundred and Five, and if your application, accompanied by your check, is received and you are elected as a member prior to October first, your name will be enrolled as a charter member of this Association.

Every member of this Association will be benefitted many times more than the amount of his membership fee.

Many advertisers in this country expending sums as small as \$1,000 would be benefitted much more than the amount of their membership fees, and there are many firms expending from \$10,000 to \$1,000,000 to whom, if they properly appreciate the Association's information and use it, the gain would easily run into figures that could be counted into the thousands of dollars.

No such organization for advertisers' benefit has existed heretofore, and it marks a distinct epoch in the evolution of the science and art of advertising. Other associations of advertising men have been exclusively confined to a single class of advertising, such as the American Advertisers' Association, the Advertising Agents' Association, the American Newspaper Publishers' Association, the Billposters' Association, the Quoin Club of New York, the Agate Club of Chicago.

Numerous clubs or associations of advertisers have come into existence in all leading cities. But such clubs as the Sphinx Club and the Atlas Club of Chicago have a very important and

attractive social feature which absorbs the membership fee to maintain it.

The International Advertising Association is the one association which will include all worthy members of all branches of advertising; the only organization founded and to be maintained exclusively on a business basis. No provision is made for any expense that is not demanded for the maintenance of the Executive Department for the furtherance of the proposed work and means to accomplish it as set forth in this prospectus.

The men composing the directory, from whom the officers have been selected, are representative of the best and most progressive type of advertising of the day. The Directors have appointed a Committee—named above—that in their judgment represents adequately the advertiser whose interests are first to be considered in this organization, and the five leading departments or agencies through which the advertiser's interests are carried into execution. See By-Laws, Article 3, Section 1, which requires six advertisers in each division of eleven directors.

Of the advertisers who constitute two members of the Executive Committee—Mr. C. H. Brampton represents the American Cereal Company, with an expenditure exceeding \$1,000,000 a year, and using all forms of known profitable publicity in advertising; Mr. James B. McMahon, Vice-president of the N. K. Fairbank Company, who expends annually nearly a million dollars in the same way. These men guarantee an experience to every advertiser who joins this Association that they are thoroughly equipped to properly represent the advertisers in any required readjustment of advertising methods.

Mr. Paul E. Derrick, who in a few years has placed himself and his agency in the front ranks in this country and abroad by the adoption of all that is newest, best and truest in advertising methods, is qualified exceptionally to represent the advertising agents who expend the appropriation for the advertiser, and at the same time command the respect and confidence of all classes of publicity by means of which the advertiser's business is promoted.

Mr. M. Lee Starke, Chairman of this Executive Committee, to whose sagacity and forcefulness in purpose this association owes its birth, represents five of the leading newspapers in this country, known for the strictness with which they maintain a uniform rate without deviation. Every newspaper man who joins this organization and who means to help carry out its objects, can safely rely upon his ability to represent their interests properly.

Mr. Thomas Balmer, the Advertising Manager of the Butterick Publishing Company, has an experience adequate to

represent the magazine field, and can safely be relied on to protect the interests of the magazines and weeklies in their co-operative advertising relations.

Mr. Barney Link, President of the Bill-Posters and Outdoor Publicity Association, known and respected for his honesty and ability by every advertiser who uses that form of publicity, can be counted on to be sponsor for the interests of the bill-posters, and at the same time to further every reform that may be helpful to the advertiser and to that organization.

Mr. Barron G. Collier, who holds the responsible position of Secretary of the Association, has devoted himself successfully as a promoter of street car advertising, and will lend his assistance to developing that form of publicity in improving that service to the advertiser.

It is a little early to state exactly how the St. Louis Convention will be carried on, but at this time it is under consideration there shall be two sessions a day—10 to 12; 2 to 5, for the three days, October 4th, 5th and 6th. The first session will be given up to the annual meeting, with the other five equally divided in time between the advertiser and one or more departments of publicity at each session.

Later a complete program of the work of the Convention will be mailed to each member who qualified prior to October 1st, which the Directors feel sure will meet with your heartiest approval as calculated to best serve the interests of this Association.

With this we enclose a blank on which we ask you, on becoming a member of this Association, to give your views of methods in advertising that you would like to see reformed; abuses you would like to see abolished, wastes you would like to see prevented, and plans you would like to have the Association consider as part of their work, and forward the same to the Secretary. At no time will your name or such a communication be made public. Your communication will be valued only as it serves the interests of the Association in aiding it to compile data for the exclusive use in co-operation for the benefit of its members. Too much stress can hardly be laid on the request that you will give this prospectus your immediate and thorough consideration, and act on it without delay, that the Directors may the sooner be enabled to carry into effect the objects of this Association, by knowing that they can rely upon you and your co-operation for your benefit and for the benefit of its entire membership.

* * *

There is no mystery in advertising. It is common sense applied along lines of experience.

Duty of the
Employee
to his
Employer
and to
Himself.

*From
Salesmanship,*

WHOLESALE and retail merchandising is engaged in by those who invest money therein for the purpose of making money through making sales. They hire salesmen and saleswomen to aid in carrying out the purpose of the business. If you engage to fill such a position you are not honest with your employer nor with yourself if you do not try to promote the business. You have sold your talents and your time to your employer. Don't be afraid you will earn more than you get. Don't be afraid to jump in and take hold and lift. Don't be afraid that you will be doing a little of Mr. A's or Miss D's work if you spend some time at odd jobs when business is quiet. On the other hand the good and useful salesperson is looking for such things and takes every opportunity to make business for the house as long as he is connected with it.

An extra sale made is so much clear gain; keep on the lookout for them. If you do not the other fellow will distance you. If you are really with an employer who fails to appreciate what you do for the house you will soon find some one who will appreciate your worth, for everybody wants the best people, and nine out of ten people are willing to pay them accordingly. One thing you can certainly depend upon, whether or not the house has a disposition to pay its employees well, you will never succeed if you are indifferent, or a shirk. Try to be and to do. Try to cut some figure in your field of work. Try to do what you are doing so efficiently that your successor will have to look alive to fill your niche. No one in the selling world or anywhere else ever made a success by doing just as little as possible, by shirking and evading on every occasion.

If you get into the habit of trying to make sales you will find it becomes easier the more you try. You may not always succeed, but it is an evidence that your mind is on your business, and you are building a strong and enduring foundation.

Many salespeople do not advance, and remain year after year at the same salary. They may explain it on the theory that the house does business on parsimonious lines, but a searching analysis will in most cases establish the fact that as employees they have not striven to attain; have gone along easily; they have done as little as they could and began each Monday morning to look for Saturday night. The salesman who bemoans the fact that he has been with the house longer than Tom or Harry, who have both been advanced, would better search himself. Tom and Harry have likely been studying their lines, have been alive, have been interested in their work and striven for results. They have doubtless established a connection which makes them valuable. It is not luck on their part. It is the result of effort. Show the house that you are out for business, that your aim is to increase sales and add to its reputation, and

you will be recognized. Possibly Tom and Harry are better endowed than you, but take hold and try. Persevering effort is about as good as natural talent and sometimes better.

In nearly every case the result is the exception when favoritism or luck wins. The fact is that in a majority of instances the employe's best friend is the house he works for and the success he achieves is but the recognition of his efforts. There is sometimes something wrong with the house, but the good man need not despair—everybody wants him.

The salesperson who works for the firm intelligently and assiduously is advancing his own interests at the same time.

Why does an employe advance? Why is he moved along nearer the head? Why is he considered in the councils that be? Surely, it is because he is alive to the firm's interests and his own.

There is a variety of employe who does his duty toward the house in one sense of the word, but is so careful to not overdo it that he fails to do his duty toward himself. The Los Angeles Times recently printed an article on this phase of our subject under the heading "Stroke-of-the-Clock Man." It is so apropos that we use it entirely.

"Every morning," says The Times, "at the moment he is required to be at the office he appears."

In the afternoon, at exactly the moment his labors are supposed to end, he disappears.

All through the day he does his work with one eye on the clock.

No fault is found with the way he does his work. He is endowed with more than the average amount and quality of brain, he is conscientious in his work, and has many of the qualifications which make for success.

Wherein, then, lies his danger?

Just here: He is unconsciously drifting upon the shoals of mediocrity. He is unconsciously building a wall which will in the years to come hopelessly separate him from the world of achievement, honor and independence. His blood is slowly becoming poisoned by the mistaken idea that he does right to give just what his contract calls for—no more, no less. He is living up to the letter of the law, and cannot therefore be reprimanded; but he is forgetting the spirit of the law, inexpressible in words.

If he has any personal interest in the company's business aside from the doing of just that work for which he is engaged and paid, it is not apparent to the officers who are watching him. He does not know, does not care to know, has made no effort to know anything about the business outside of the work delegated to him. His labors end at a certain hour; others may be compelled to remain several minutes later to finish their work;

but he never remains to see if he can be of service to them, or to the office. To be sure, it is not his business.

But the business world does not want that kind of men—it is over-crowded with them now.

The man who forgets that there are clocks; the man whose going-home time is indicated by the completion of the work of the office as a whole; the man who is on hand before the wheels of business start to assist in the starting process if called upon to do so; the man who forgets himself in his eagerness to conserve the interests of his employer; the man who does more than is expected of him, and who works for the very joy of working—that is the kind the world needs to-day; that is the kind of man who will win the respect, the confidence and the consideration of his employers; that is the kind of man who will reach the top and become a man among men, instead of a groveler in the dust of a lowly mediocrity.

But the "stroke-of-the-clock" man—what of him?

Just this: When his hair is sprinkled with white, and the pathway of life stretches behind him, he will be at some desk, doing his work as of old, with one eye on the clock—unknown, unhonored and unsung. A negative character—nothing in him to reprimand, nothing in him to commend. The world would have gone along just as well without him. He has been in it, but not of it. There will never have come to him the inexpressible thrill that comes when a great trust is reposed in a man; he will never have known the unspeakable happiness of receiving the congratulations of his friends upon the occasion of his promotion; he will never have known the matchless joy and peace and gladness that comes when one closes the desk at night, turns out the lights, locks the door, and goes home saying to himself: "I have this day accomplished something!" And he will never have been uplifted and glorified by hearing from his employer's lips those two priceless words: "Well done!"

There can be but one result for the "stroke-of-the-clock" man—failure. He will always be an employe who will not even know the measure of independence that accompanies a position of trust. He will never be an employer, but will be a nomad, remaining a while in one place only to be routed by some man who is ignorant of clocks and who will pass him on the road toward success. And when the last page of the book is reached, and the last entries are made and the account is closed, he cannot leave that record with the feeling that it will be opened when he is gone. No one will care to look into that book—it will be utterly valueless; for it is nothing but the record of one who existed, but did not live—who was never a part and parcel of the world, one who was never chosen to "carry a message to Garcia."

A writer in *The Michigan Tradesman* gives a concrete example, as follows:

"While in one of the largest stores in this country the other day I watched the clerks sell goods. They sold quickly, and still were as attentive and polite as possible. These clerks receive the munificent salary of five dollars a week. When they show they are good, they get six and then seven, which is the limit, but they get a percentage of 3 per cent on all their sales, which brings their salaries up to from fifteen to twenty dollars a week. They do not let grass grow under their feet, work with a will and never run away from a customer who looks hard. They are right there the moment a customer approaches. It just goes to show the difference between them and a fellow drawing his twelve per every Saturday night.

"Why don't some of the clerks in other stores hustle like this? They may not get a percentage on their sales, but they will soon be drawing more pay, which is just the same. If you earn the money you are going to get it, it makes no difference how the 'boss' pays you. Lots of the boys are earning more than you are, and have no more brains than you have, but they use them. When you get so you can make several extra sales every day, you will be enthusiastic; it will make you forget to watch the clock; it is not going to run away. If it had been intended that a fellow should watch the clock and his work at the same time the good Lord would have provided an eye in the back of his head."



"THE modern tendency to specialization is illustrated in the publication of a magazine 'devoted to advancing the science of salesmanship in its relation to the art of selling,' or to 'the fourth profession,' as the business of the salesman is called by that magazine.

"Why 'salesmanship' is put fourth in the list of the professions is hard to understand. The 'learned professions' were once restricted to the church, the law and medicine. With the specialization which has been going on during the last generation many other learned professions have been added. For example, engineering, in its various divisions, is distinctly professional. It requires long and special training, and for it colleges and universities give degrees attesting proficiency. Railroading has taken on the character of a profession, and, as the Mosely commission discovered, preliminary training, purely intellectual and specially in science and mechanics, is now demanded for it. Graduates of colleges and special technological schools are also preferred in factories and all enterprises with which engineering has to do.

Is Sales-
manship a
Profession?

New York Sun.

"Prof. Ayrton, of the London Institution of Electrical Engineers, reports that, after inquiry of manufacturers and managers in every part of this country, he found their unanimous opinion to be in favor of college training. Others of the commissioners learned that all our great manufacturing concerns 'seek the college man,' because of the training he has gone through; that important engineering schools get from railways, structural companies, etc., more applications for their graduates with the degree of C. E. than these number; that 'the Pennsylvania Railway lately decreed that in future every promotable officer must bear a degree.' The dean of the Pennsylvania University is quoted as saying: 'We can't supply men quickly enough to satisfy the applications from all the big industries for our graduates;' 'for general commercial life we have similar continual applications for men from our school of commerce and finance.' 'Almost every university, technical or textile school tells a similar story.'

"Besides schools of law and medicine, our universities now have professional schools of mining, civil and mechanical engineering, architecture, agriculture, dentistry, veterinary medicine and other specialties, and grant degrees on the subjects.

"It involves, therefore, no disparagement of the importance of the business of the salesman to question why it should be put fourth in the list of professions. Undoubtedly, salesmen may be the better qualified for their business the wider their range of knowledge and the more cultivated their minds generally, but is the preference for college-bred men which the Mosely commission found among managers of railroads, engineering and manufacturing establishments exhibited as strongly by merchants in the selection of salesmen? The definition of a profession as a special occupation for which a degree attesting proficiency in it is requisite does not include 'salesmanship,' essential as that employment is and distinguished as it is by multitudes of examples of peculiar aptitude and great ability among those engaged in it.

"Here are some of the directions which this organ of 'salesmanship' gives to salesmen:

Dress simply and appropriately to your work, 'because the primary point right here is to keep the customer's mind on the goods, not on you.

Acquire better language, study those around you; listen to good speakers; use dictionaries; read books, studying the meaning of words.

In speaking, try to cultivate the sympathetic tones of the voice, as these will be appreciated and felt by the customer.

Avoid localisms. A striking example of this is the use of the word "I" in the Boston stores instead of "we" which is

universally used in New York and Philadelphia by the salespeople. "We," of course, is the better form, giving, as it does, a much stronger impression to the customer than "I."

Do not allow any thoughts of hate, anger, evil, crime, revenge or worry to dwell in your mind. They call forth such thoughts from the mind of your hearer.

Look chipper and dapper all the time, and swear that you are doing plenty of business. No man on earth will buy of you if you let him talk bad trade and look down in the mouth.

Place yourself in your employer's shoes and try to do as you would have your own employe do.

The experienced traveling man knows that much of his past effort to make himself solid with the customer by entertaining was simply wasted money and squandered time.

Make no promises which cannot be absolutely maintained. Nothing can lead into greater hazards than promises hastily and incautiously made.

A good salesman might be defined as one who sells not only what the customer asks for, but something the latter had not thought of buying until his attention was called to it.

"Nobody needs to be informed by a magazine 'devoted to advancing the science of salesmanship' that the selling of goods is an art whose successful practice requires the cultivation of the virtues of patience and self-control and the possession of a keen observation and a nice understanding of human nature. In the ranks of the many thousands of commercial travelers, or 'drummers,' as they are called, there is a vast amount of cleverness and special ability, and along with these attributes necessary for the successful pursuit of their employment go quickness of resource and sound judgment. Such men do not need an organ of 'salesmanship,' nor can they be flattered by calling their pushing business the 'fourth profession.' If there are any men in the country who are more than others impatient of 'frills,' who want substance rather than ornament, they are the army of salesmen."

* * *

IT is a recognized fact that many advertisers do not give proper attention to following up the inquiries that result from their advertisements.

It often happens that an inquiry is made and a price is quoted as a result and that's all. It ends here. That kind of advertising will make almost any firm poor if enough of it is done.

Other firms send a salesman out to follow up the inquiry, but it is an expensive method—railroad fares eat terrible holes in profits. These firms get something out of advertising, but

Follow-up
Letters.

*Profitable
Advertising.*

unless orders are very large and profits high this method cannot be followed.

Then others send out circular letters to follow up their inquiries. They usually have some five or six and they have fixed intervals for mailing them. A number of these follow-up letters have recently come to my attention. They were long-winded—they hammered all around the tack without hitting it once—they were printed with one shade of ink and filled in with another. Some letters sent out by big firms consisted of two pages of single spaced lines. It was hard to read them. I did it only because I was interested in them for themselves alone.

A follow-up letter must not be a sermon. It should consist of several concise arguments. It must be short. Many words give a statement less force. Their very bulk makes them unwieldy. Never write a follow-up letter unless you have something to say.

Many mail-order houses have the bad habit of granting discounts. Each letter after the first few gives a fresh discount. These houses have educated the buyers all over the country to wait—to wait until the maximum amount of postage has been spent upon them before they will buy. It is a bad habit to get buyers into. This, I believe, is one of the strongest reasons for establishing a National Advertisers Association with a rule that discounts be abolished by all members. Let the lowest price be stated first and prospective customers may buy before all the letters have gone out. At least they would not purposely put off buying with the hope of getting a lower price.

If advertisers would get better men to write these letters they would not throw so many needless thousands into Uncle Sam's lap for postage. Every letter sent out should count.

I consider it a good plan to send one less follow-up letter and to make up for it by enclosing a return envelope with a two-cent stamp on it. It has paid whenever I have used it.

Great attention has been paid to getting up good, effective advertisements. That is right, but make your follow-up system just as effective. Don't always send the same old stereotyped letter, but wherever you can, use your opportunities as they present themselves. Make the good fortune that turns your way doubly effective by using it.

A striking example of this kind of advertising recently came to my notice. Everybody's Magazine was held up in Boston for violating the State Flag Law. Profitable Advertising happened to have an article in its July number on Police Power, fully treating on flag legislation. Many papers would have done nothing, but Profitable Advertising printed an extra edition of its house organ, the P. A. Herald, and sent it together with a subscription blank far and near. The Herald clinched the

argument that many publishers' difficulties would be overcome if Profitable Advertising were a regular visitor.

The form of advertisement and its appropriateness were convincing.

Your regular follow-up letter if written straight to the point will do much good, but when chance steps in at the door and gives you a lead on all your competitors, don't put your hands in your pocket and say how lucky that was, but use your chance. Advertise it, and it will work wonders for you. A chance hit makes one of the best follow-up letters there is. I hope that we all realize by this time that it is the follow-up letters that make customers out of inquirers.

* * *

NO merchant needs to be told that there are two kinds of salespeople, but not every merchant has divided them into "good" and the "front-door" kind, says Frank Farrington in the Bulletin of Pharmacy.

The front-door salesman is indigenous to the town rather than the city. In the city he is out of the question in the big stores and usually too much occupied in the small stores; still, you'll find him there occasionally.

It is in the country town and small city that he is found. He rushes through his necessary tasks in the morning and hies himself to the door-stone, where he stands, an inviting subject for the gossip group, and he will keep out 90 per cent. of the possible women customers.

His work inside is hurriedly done. His interests are outside. Someone or something might go by unseen, which would be an insufferable loss. He might, while laboring over a dusty shelf or counter, miss the chance to talk over the last ball game or the latest new girl in town. He might miss that chance, but after all it's not likely that he will, for if you look at the counters and the shelves, you'll see that he has wasted no time there.

Customers come; he follows them into the store, and while they are looking around, wondering if there is anybody there, he gets himself behind the counter and they say:

"Oh, I was just wondering if there was any one here. Have you, etc?"

He waits on them, gives them their change, and gets to the door in time to follow them out and resume his sidewalk conversation with the least possible interruption. He'll make record time on these sales. They'll be quick sales and small profits all right!

If the proprietor thinks to shame him by leaving other work and standing behind the counter to receive customers himself,

The
Front Door
Variety.

Salesmanship.

that proprietor is fooling himself, for the "front-door" salesman will simply look in, and seeing the customer cared for, won't come in at all.

"Now, what the dickens would you do with such a chap?" you think. If you suggest that he stay inside, he'll look injured and act for a month as if you had told him never to dare breathe a bit of fresh air again. Moreover, you won't dare to stand out in front of your own store a minute because you know he'll be thinking that you'd better practice what you preach.

Well, there's one thing about it. You hire your salesman for so many dollars per. That means that his time is yours while he's on duty.

Keep him busy!

If you have any sort of a store at all, and unless you have more help than you require, you have work enough keeping stock in shape so that there need be very few idle moments even for those who are looking for them. Keep finding things for such salesmen to do.

Of course it's better to have a good salesman—one who will be on the lookout for work, not on the lookout for every chance to get outside of the front door. Such salesmen, however, don't grow on every bush.

* * *

IT may be easier to let your business run itself, but it may get to running you.

It may be easier to pay and provide for the smaller advertising space, but it is also easier to count the returns from such.

It may be easier to pretend than to be, but the world hasn't as yet started to advertise for "bluffers."

It may be easier to follow your feelings instead of your common sense, but it would be disastrous to run a steam-engine that way.

It may be easier to steal others' advertisements than to write your own, but everybody knows that it doesn't take much gray matter to be a copyist in this world.

It may be easier to "borrow" ideas and plans from your neighbor than to earn some of your own, but there is generally a high rate of interest to pay that leaves you but little "principle."

* * *

ARTICLES selling only to families having incomes of \$3,000 or over encounter more waste circulation in dailies than magazines.

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THERE is no long distance telling what mediums or methods an advertiser should use. There are no hard and fast rules.